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MEMORANDUM FOR: Comptroller

SUBJECT: Reduction of Administrative Workload

REFERENCE: Book Dispatch [REDACTED]

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The following Stations and Bases have submitted suggestions which are pertinent to your functional responsibilities. Please advise this Office the action taken to implement these suggestions, or submit sufficient detailed justification for the retention of status quo to enable us to prepare an explanatory dispatch to the Field installations:

a. [REDACTED] -- "The only reporting which we question, although it certainly is not a burden for it is required only every fourth pay period, is our request for overtime for our communications work on Saturdays and holidays, which is both requested and approved by the Chief of Station. Since someone must always be on duty on Saturdays and holidays a minimum of three hours in the mornings, and since we cannot possibly estimate whether other overtime will be required for night work, it seems that this could be accepted as a standard requirement. But this is a very minor point."

b. [REDACTED] -- "The one thing which has done more to create administrative workload in the form of dispatches, cables and memoranda is the centralized payroll system for agents. Under this system, the allowances for agents have been paid by headquarters and not by the Station Finance Officer. Due to the delay in transmission and processing the necessary papers, and in sending out notifications, there have been numerous cases of erroneous payments and of payments being held up due to the fact that needed information was not on hand. If the allowances were all paid in the field, the Finance Officer could make any adjustments on a current basis."

c. [REDACTED] -- "Over the past three or four years the writer has noticed an increasing preoccupation on the part of our finance sections with the form rather than with the substance

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be found in other records. Particularly time-consuming is the changing of local currency to dollar amounts, as required by this form. Surely a more simple way can be found to give Headquarters information on current and future obligations. Can the statistics which are submitted annually be fed into an electronic calculator? Since it is customary for the Base to advise Headquarters of operational developments that result in a fluctuation of Base expenditures, perhaps these figures could be fed periodically into electronic calculators.

When travel in an overseas area does not exceed one working day, it is recommended that preparation of a travel voucher be eliminated, as the disbursement voucher contains the same information as that which is given on the travel voucher.

At present, when emergency quarters allowance is used by Base employees, it is necessary to forward Form 480 in support of the allowance, as requested in [REDACTED]. It is recommended that this form be eliminated, since a disbursement voucher setting forth identical information is submitted with each monthly accounting. Extra carbons of the disbursement voucher can be made, if desired for Headquarters records.

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Base is frequently required to reply to exceptions made by the financial experts at Headquarters. As a result, correspondence between field and Headquarters, and checking back on records and receipts is time-consuming. It is recommended that Headquarters make available to Base, for one week each month, an individual who is fully cognizant of Headquarters requirements in connection with the monthly summary accounting. Such a person stationed in this Branch area could serve as an auditor to three or four Stations or Bases during the month. The secretary permanently stationed at the Base would continue to record financial transactions during the month, and the COE would retain final responsibility for all funds."

\*. [REDACTED] -- "Deposits of Salary Differentials:

Several members of the [REDACTED] station staff have experienced great difficulty in keeping their personal financial affairs in order because of the system followed by Headquarters in depositing salary differentials to their U. S. bank accounts. In most cases an employee learns that a deposit has been made only when he receives a notice from his bank or when it appears on his bank statement. These, of course, do not reflect the true source of the deposit or indicate the purpose for which it was made. Consequently, the employee who may be expecting payments to his account from various Headquarters sources, often in roughly the same amounts, is left in doubt as to what the deposit represents and whether he still

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has other deposits coming. Only rarely does the employee receive a notice direct from Headquarters concerning the deposit, although ultimately they are shown on payroll change notices. The latter, however, are difficult to decipher, often insufficiently explanatory and receipt usually lags considerably behind the event. We propose, therefore, the development of a simple form identifying each deposit made and its dispatch to the employee concerned at the same time as his deposit is sent to the bank. Establishment of this system would both relieve station employees of personal difficulties and reduce the amount of cable and dispatch traffic necessary to clarify or inquire about the points in question."

f. [REDACTED] -- "Monthly Schedule with supporting receipts and duty status reports for personnel receiving field allotments [REDACTED] (Staff Employees): Although the value of this report is well recognized, it is felt that by submitting it quarterly the same purpose would be achieved with two-thirds less work by field installations.

Quarterly detailed schedule of advances: It would appear that the purpose of this schedule is to provide Headquarters with better control over the due dates of advances. However, as all outstanding advances are periodically audited in detail (purpose, amount and due date) by the field audit staff, it would seem that such dual control is unnecessary and that considerable effort would be saved if this schedule was required only annually or, at the most, semi-annually.

At present the Schedule of Obligations and Expenses (Schedule E) is an off-size form. It can only be typed by using a special large-carriage typewriter or by laboriously cutting each form in half and then taping all copies together again. It is felt that the problem encountered by [REDACTED] Station must also exist at other small installations, namely the unavailability of a special typewriter, for reasons of economy, for typing the only off-size form used. Considerable effort and time would be saved if this form could be revised to include the required information on two standard-sized sheets of paper rather than one extra-large sheet. It is suggested that the obligation information be separated from the expense information. It is further recommended that, when devising new forms, they be geared to available equipment (standard typewriters) at all installations and not merely to the larger installations with a full administrative complement."

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